

**NORTHWEST TERRITORIES HEALTH AND SOCIAL SERVICES  
LEADERSHIP COUNCIL**

**PUBLIC MEETING  
MINUTES**

Northern Life Museum, Fort Smith, NT  
Tuesday November 28<sup>th</sup>, 2017

In Attendance: Mr. James Antoine - Chairperson  
Ms. Patricia Schaefer  
Ms. Gina Dolphus  
Ms. Elizabeth Biscaye  
Mr. Ted Blondin

---

Regrets: Ms. Ethel-Jean Gruben – Vice Chairperson  
Mr. Michael Maher  
Ms. Ruby Simba  
Mr. Bruce Cooper

---

Executive & Staff: Ms. Sue Cullen, CEO, Northwest Territories Health and Social  
Services Authority, (NTHSSA)  
Mr. Tim Van Overliw, Senior Advisor, Transformation (NTHSSA)  
Ms. Katerina Tsaknaki, Acting COO, Fort Smith Region (NTHSSA)  
Ms. Cynthia White, Associate COO, Fort Smith Region (NTHSSA)

---

**CALL TO ORDER**

The meeting was called to order at 9:05 a.m.

**OPENING PRAYER/REFLECTION**

Ms. Elizabeth Biscaye led the Leadership Council in an opening prayer.

**DECLARATION OF CONFLICT OF INTEREST**

No conflicts of interest were declared relevant to the agenda.

## **Safety and Emergency Procedures**

Ms. Cullen provided information on safety and emergency procedures of the room and facility.

## **APPROVAL OF AGENDA**

**MOVED BY MR. TED BLONDIN, SECONDED BY MS. GINA DOLPHUS**, that the agenda for the NWT Health and Social Services Leadership Council Public Meeting of July 13<sup>th</sup>, 2017, be approved.

**MOTION CARRIED UNANIMOUSLY**

## **APPROVAL OF MINUTES**

Ms. Biscaye noted that Ms. Elizabeth Biscaye was identified as leading the opening prayer, but the name Ms. Sabet Biscaye was used in the attendance. With this correction, the minutes were approved.

**MOVED BY MS. ELIZABETH BISCAYE, SECONDED BY MS. PATRICIA SCHAEFER**, the minutes from the NWT Health and Social Services Leadership Council Public Meeting of July 13<sup>th</sup>, 2017, be approved.

**MOTION CARRIED UNANIMOUSLY**

## **CHAIRPERSON REPORT**

Mr. Antoine welcomed everyone to the public meeting and advised that the proceedings are available throughout the NWT via a conference call phone line.

Mr. Antoine provided an oral report highlighting:

- The activities and meetings related to the Leadership Council's board development.
- An update on the meetings the Chairperson has had, both in person and by phone, with the Minister.
- The Leadership Councils commitment to continue with our goal to provide best health, best care for a better future.

## **REGIONAL REPORTS**

Members provided written reports summarizing the activities of the Regional Wellness Councils over the last several months. In summary, regional updates included:

- Regional Wellness Council orientation and development
- Medical travel and guide update
- Accreditation
- Self-care and suicide prevention
- Alcohol and drug abuse support system

Mr. Blondin provided a report of recent activities of the Tlicho Community Services Agency (TCSA) Board which included announcement that Mr. Johan Glaudemans is new Acting CEO for the TCSA, Accreditation Canada preparation, and Ambulance Service to Whati.

## **CHIEF EXECUTIVE OFFICER, NTHSSA REPORT**

Ms. Cullen, CEO (NTHSSA), was in attendance to provide a written report dated November 28<sup>th</sup>, 2017, see attached report for details.

## **DECISION ITEMS**

### **2017LC.14**

#### **The NTHSSA Medical and Professional Staff**

Ms. Sue Cullen, CEO (NTHSSA) was in attendance to provide an overview and answer questions with respect to the NTHSSA Medical and Professional Staff By-laws

**MOVED BY MR. TED BLONDIN, SECONDED BY MS. PATRICA SCHAEFER**, that the NWT Health and Social Services Leadership Council members do hereby resolve that the set of by-laws with changes (“the NTHSSA Medical and Professional Staff Bylaws) related to the appointment, functioning and organization of the medical and professional staff be passed by the NWT Leadership Council and presented to the Minister of Health and Social Services for approval

**MOTION CARRIED UNANIMOUSLY**

## **NEXT MEETING**

**MOVED BY MR. TED BLONDIN, SECONDED BY MS. ELIZABETH BISCAYE**, that the NWT Health and Social Services Leadership Council Members do hereby resolve that the following dates, February 12-14, 2018 in Yellowknife (2016-17 budget review) and July 10-12, 2018 in Deline be scheduled for the NWT HSS Leadership Council, for the purpose of transacting such other business as may properly come before the meeting.

**MOTION CARRIED UNANIMOUSLY**

## **CLOSING PRAYER**

Ms. Elizabeth Biscaye led the Leadership Council in a closing prayer.

## **ADJOURNED**

*The meeting of the NWT Health and Social Services Leadership Council was adjourned at 1:32 p.m.*

**CHIEF EXECUTIVE OFFICER REPORT  
PROVIDED TO NORTHWEST TERRITORIES HEALTH AND SOCIAL SERVICES  
LEADERSHIP COUNCIL**

**Meeting date: November 28, 2017, Fort Smith, NT**

**Report presented by: Sue Cullen, CEO NTHSSA**

**1. Strategic Direction**

- a. Organizational Structure – Progress to Date
  - New Deputy Minister, Mr. Bruce Cooper – October 2<sup>nd</sup>.
  - Executive Team Changes
    - Competition ongoing for YK Region COO.
    - Kevin Taylor, Executive Director Corporate and Support Services will be moving to the Territorial Manager, Biomed effective December 11, 2017. Recruitment for the Executive Director is in progress
    - Tegwen Jones, Territorial Director of Finance will be moving to the position of Regional Manager Finance for YK Region effective December 11, 2017. Recruitment for the Territorial Director of Finance is in progress.
    - Associate COO Fort Smith – Cynthia White, started on November 14, 2017.
    - Dr. Ewan Affleck returned to full clinical practice, we are currently assessing the role of chief medical information coordination.
  - Territorial and Regional Teams
    - Territorial Manager, Primary Care – Jennifer Snodgrass
    - Territorial Manager, Infection Prevention and Control and OH&S – Karen Pardy
    - Territorial Manager, Community Health Centre – Christina Carter
    - Territorial Risk Manager – Livia Kurinska
    - Territorial Quality Manager – Brianne Timpson
    - Territorial Manager Medical Travel
    - Finance organizational structure is being assessed.
  - Regional Managers
    - Regions to develop and share organizational charts at the next level of staffing.
    - COO's have defined organizational structure and functions to create core stability and service continuity
  - All Job Descriptions – We have rewritten all job descriptions for the NTHSSA, 600 job descriptions are awaiting job evaluation.

## **2. Operational Update:**

- a. Accreditation Survey with Accreditation Canada took place September 17<sup>th</sup> through 22<sup>nd</sup>.
  - We have been successful in our primary survey and are currently preparing for a full NT Accreditation Canada survey for September/October 2019
- b. Medical and Professional Staff Bylaws
  - Have been completed and will be presented to Leadership Council for approval at the November meeting
- c. Office of the Auditor General – Child and Family Services
  - The OAG are currently doing a follow up audit on Child and Family Services. They have begun chart reviews and interviews with staff.

## **3. Budget, Finance and Capital Planning**

- a. The Office of the Auditor General – Finance completed their audit of the NTHSSA 2016/17 financial reports in early October.
  - As reported at the Annual General Meeting on October 25<sup>th</sup>, the audited results for the NTHSSA for the 16/17 fiscal year was a deficit of \$14.176M
  - The previous year that was consolidated for the purposed of comparison, was an overall deficit of \$10.M
- b. 2017/18 Quarter Two Financials ( attached)
- c. Next Steps:
  - The NTHSSA, the Department of Finance, The Department of Health and Social Services will be working collaboratively to undertake work associated with the analysis of our financial position.
  - The goal of the NTHSSA is to ensure the provision of high quality care and services across the Territory.
  - We are excited to embark on this work with our partner agencies.
- d. Financial Systems
  - Each of the 5 Regions and the Territorial Hospital have a different financial system
  - The NTHSSA will be moving to a single shared financial system in the 2019/20 fiscal year.
  - We will be establishing a working group in conjunction with the Department of Finance and Health and Social Services to initiate the transition.

#### **4. Meetings and events**

- a. We held Joint Senior Management Meetings on July 18-20/17<sup>th</sup> and another on October 12<sup>th</sup>. The later meeting was an opportunity for the NTHSSA to brief the new Deputy Minister. This also provided an opportunity for HRHSSA and TCSA to present to the new DM as well.
- b. Nicole Redevers, ND presented to the Territorial Practitioners Executive Committee July 27<sup>th</sup>. The NTHSSA also provided the Arctic Indigenous Wellness Foundation a letter of support for their application to the Arctic Inspiration Prize nomination.
- c. Quality as the Business Strategy meeting attended by Leadership Council members on September 27<sup>th</sup>.
- d. Stanton Renewal Operational Readiness Transition Meeting on October 2<sup>nd</sup>.
- e. Cultural Safety Action Plan Knowledge Sharing workshop coordinated by the DHSS, Indigenous Health and Community Wellness Division on October 4<sup>th</sup> and 5<sup>th</sup> in Dettah. This was a wonderful opportunity for NTHSSA staff to join in discussions around the components of a cultural safety action plan.
- f. Auditor General Teleconference with the Leadership Council October 10<sup>th</sup>.
- g. NTHSSA Business meeting on October 11<sup>th</sup>.
- h. The NTHSSA Executive met with Norman Yakelaya regarding his work related to the Elders in Residence program on October 19<sup>th</sup>.
- i. Annual General Meeting took place on October 25<sup>th</sup>. This was an opportunity to discuss the accomplishments and achievements that were undertaken within the 8 month period from August 1, 2016 through March 31, 2017. We provided our annual report with audited financial results during the AGM.

#### **5. Public issues, emerging issues**

- a. Sobering Center Opening
  - A temporary location for the Center has been established in the Salvation Army location.
  - The Center continues to be operated by the NWT Disabilities Council, with support services from Allied Medical Services for clinical oversight and care

## 6. Building a Culturally Respectful System

### a. Elders in Residence Program

- Norman Yakelaya is continuing his work to develop an Elder-in-Residence program.
- An Elder-In-Residence program will assist in understanding and respecting Indigenous concepts of healing and finding ways to incorporate them into our system
- Traditional healing is health practices that are based on Indigenous understandings of health and wellness that typically include plant-based medicines, ceremonies, counselling and hands on techniques to promote an individual's mental, physical, emotional and spiritual aspects of health.
- In the Commitment to Action, the Department commits to appoint Elders who will be available in health and social services facilities and can be available for counsel for both patients and employees.
- Norman's work will involve:
  - document existing Elder-In-Residence program best practices in other jurisdictions
  - policies and practices
  - meet with Elders in selected regions to gather recommendations and guidance to develop the program,
  - identify the qualification and selection process for an Elder-In-Residence position
  - Develop scope of responsibilities, needs and considerations,
  - Develop protocols for patients/employees who wish to access the service
  - Identify whether the Elder-In-Residence position is paid or on a volunteer basis.
  - Will work with Regional Wellness Councils and Chief Operating Officers to design the approach.
  - Will produce a report of the recommendations on the Program.

### b. Stanton Indigenous Wellness Programming

- Stanton continues to pilot an Elder in Residence approach with the recruitment of Felix Lockhart.
- The work that Norman Yakelaya will be doing will assist with this pilot.

### c. Arctic Indigenous Wellness Foundation

- Dr. Nicole Redvers and Dr. Sarah Cook have engaged in discussion regarding Indigenous Medicine Access for Patients in the NWT Medical Centers – Laws, Policies and Implementation



- This is a tremendous opportunity for us to building relationships between elders, traditional healers and the NTHSSA healthcare providers.

## **7. Stanton Renewal**

- a. Construction activities are continuing on all levels of the facility. Items such as mechanical infrastructure and back-up generators are in place.
- b. The Stanton Territorial Hospital Renewal Project Team has planned the operational readiness strategy. This part of the project will involve the project team and Stanton managers and staff the opportunity to develop workflows and day-to-day functions in the new building.
- c. We anticipate the hospital being fully operational by June 2019.
- d. The existing Stanton hospital will be commercially redeveloped and managed by a private developer for purposes that are compatible with the operation of a new hospital on the same site. To that end, we are exploring the opportunity to locate long term care beds in the existing hospital, as well as rehabilitation and Extended Care.

## **8. Medical Travel**

- a. Update attached

# Regional Wellness Report

---

## *LOCATION: Fort Smith – November 28, 2017*

1. Date and location of recent Regional Wellness Council meeting(s):

The following meeting was located in the Fort Smith Health Centre Boardroom:

- November 17, 2017 – Regular Regional Wellness Council Meeting.

2. Key topics of discussion:

- Medical Travel
- Regional Wellness Council nominations.
- Accreditation in the Fort Smith Region. Identified that we met the follow up requirements and received Accreditation with Commendation.

3. Presentations made to/by the Regional Wellness Council

- Reviewed the Fort Smith 2016-2017 Annual Report.
- NTHSSA Annual Report will be provided to members.
- 
- 

4. Recent community/regional activities involving Regional Wellness members:

- Elders and Residents Brunch at Northern Lights Special Care Home.
- 
- 

5. Issues or concerns to bring forward to the Leadership Council:

- Medical Travel
- Corporate By-laws
- Regional Wellness Council nominations.
- Additional training for Regional Wellness Council members.

6. Questions:

- 
- 
- 

7. Date and location of next Regional Wellness Council meeting:

- January 17, 2018 in the Fort Smith Health Centre Boardroom.

# Sahtu Regional Wellness Report

---

*Leadership Council Meeting - November 27-28, 2017  
Fort Smith*

## **1. Date and location of recent Regional Wellness Council meeting(s):**

- November 9, 2017 (Norman Wells);
  - Colville Lake location postponed until spring/summer 2018.
  - Chair of Leadership Council was in attendance.

## **2. Key topics of discussion:**

- Strategic focus areas for health promotion and prevention in Sahtu Region to March 31, 2018:
  - Grieving, trauma, alcohol and drug awareness/education for youth (cannabis), self-care/prevention, parenting skills with focus on traditional healing, anger management, cancer screening, smoking prevention, diabetes/foot care/prevention, Irritable Bowel Syndrome (IBS), promotion of traditional foods, support for those with disabilities, education surrounding types of abuse (emotional, elder, child, financial, drug, etc.), suicide prevention, Fetal Alcohol Spectrum Disorder (FASD), child development/prenatal and postnatal.
  - Language options/use of translator.
- Introduction of Continuing Care Services Action Plan 2017/18 – 2021/22.
- Introduction of Child and Youth Mental Wellness Action Plan 2017-2022.
  - Child and Youth Counselor in Sahtu Region.
- Program and Services Overview
  - Home and Continuing Care
  - Community Health Nursing Programs
- Labour Relations Process
- Family Violence Funding Opportunity
  - Gatherings for men; life skills workshops, anger management, grieving, and parenting skills.
  - Gatherings and workshops to be consistently offered with appropriate facilitators that speak from life experience; promotion of safe, private, supportive environment.
  - Education regarding child development; more training for Wellness Workers in community; respectful relationships education in schools.
  - Address barriers for those seeking or requiring support in community.

- Mental Health and Addictions
  - Need for Alcohol and Drug Workers in communities that speak the language.
  - Counselor position qualifications; importance of having individuals who can speak from life-experience and are from the community.
  - Residential School Counseling Program in Yellowknife
    - Concerns regarding residents returning to the communities with drugs and alcohol.
    - Option of bringing a counselor into the communities rather than sending people to Yellowknife.
- Medical Travel
- Out of Territory treatment programs
  - Are they supporting the counseling needs of clients?
  - Need for follow-up/support system in community upon return.
  - Pre-treatment preparation to ensure client is linked to appropriate treatment program.
  - Request to review list of approved treatment centres.
- Traditional Healing
  - Review of traditional healing in the region, territorial initiatives, and established programs elsewhere in Canada.
  - Discussion of hiring processes for healers.
  - Visit to Southwest Ontario Aboriginal Health Access Centre (SOAHAC) to be planned in 2018; review integrated model of care.
  - Indigenous Wellness Coordinator position (Deline).
- Wellness sentencing and Restorative Justice.
- Review of agenda items from recent Leadership Council meetings.
- New facility in Norman Wells
  - Programs and services.
  - Long term care: importance of "home" aspect for residents.
  - Facility tour.
- Request for Regional Wellness Council development opportunities and support.

### **3. Presentations made to/by the Regional Wellness Council:**

- N/A

#### **4. Recent community/regional activities involving Regional Wellness members:**

- RWC Chair participated in meeting with Deline Got'ine Government on November 10, 2017.
  - Topics included: NTHSSA Programs and Services (notably Community Health Representatives, Mental Health and Addictions Counselors and Healthy Families Community Wellness Workers), Traditional Wellness Coordinator position and pilot program, school visits, history of RWC and its role in the region, and partnership opportunities.
- RWC Member participates in interagency meetings in Deline.
- RWC Member attended Sahtu Secretariat Inc. (SSI) Annual General Meeting on August 1-3, 2017 in Norman Wells.
- RWC Chair participated in Poundmaker's Pow Wow on August 12-13, 2017.
- RWC Chair participated in Body Soul and Spirit Expo on November 3-5, 2017.

#### **5. Issues or concerns to bring forward to the Leadership Council:**

***These are carried forward from previous meeting in July 2017.***

**a)** Concern expressed over current position qualifications for Mental Health and Addictions Counsellors in the Sahtu Region.

Background:

- A Mental Health Counsellor position currently requires applicants to have a Masters level education (social sciences) with crisis and trauma support experience.
- It is important to have coverage and support in place in each community.
- Positions are always hired from outside and then they leave. Imagine for the clients; there is so much unfinished business. You have to begin again and again.
- Can someone come in and train people from the community for a counselling position? What about a mental health diploma or certificate?
- A mentorship program could be examined for support positions.
- Perhaps training could be coordinated through Aurora College. We are constantly advertising for counsellors. It is so important because southerners just leave. It is always the same issue.
- Counsellors do not need a Masters. If they can speak Slavey - they can help our people.
- The Regional Manager can have a Masters but those that work in the community do not require it.

- Training on the job and other certificates is what is needed.
- We need more development positions, similar to the Associate COO position.
- It is very difficult to deal with Mental Health; hiring locally doesn't happen.
- It is difficult to explain the complexity and the spectrum of Mental Health disorders with elders/community members; a workshop is needed in Slavey.

**b)** Request for consideration of reinstating Alcohol and Drug Workers in the Sahtu communities.

Background:

- Follow-up and aftercare programs are necessary for those returning from addictions treatment or struggling in the community.
- Support information needs to be shared with family members and/or they need to have a sponsor.
- It takes a lifetime to heal. In the past, Alcohol and Drug Workers were in the community to continue the support with meetings, sharing circles, and can speak the language.
- Recommendation for more community members to assist with Mental Health and Addictions with diploma certificates, to work with separate Alcohol and Drug Workers.
- Incorporating traditional healing options is important as there are currently no Alcohol and Drug Workers. We need this so community members won't focus on addictions; we need to focus on prevention.

**c)** Concerns regarding cost of client transportation to/from a Long-Term Care Facility for respite, palliative or long-term care.

Background:

- RWC reviewed situation which involved a family requiring assistance transporting a loved one from a Long-Term Care/Extended Care facility to their home community.
- The family felt the need to charter a plane in order to speed up the process of transfer. The additional cost of transportation of their loved one is not fair to the family.
- Currently client travel to and from a Long Term Care Facility is a Non-Insured Health Benefit. Can this be revisited?

## **6. Questions:**

- Is it possible for the Leadership Council to obtain an approved list of Out of Territory placements for Mental Health and Addictions for review? Can other facilities be added to this list?

**7. Date and location of next Regional Wellness Council meeting:**

- January 2018 (Fort Good Hope) – exact date dependent on next Leadership Council meeting dates.

# YKRWC Report

---

**LOCATION: Fort Smith – November 28, 2017**

**1. Date and location of recent Regional Wellness Council meeting(s):**

No recent meetings held due in part to lack of quorum created with three vacancies on the Council and the chair being required to travel for work. A meeting is being scheduled to take place in early December.

**2. Key topics of discussion:**

- n/a

**3. Presentations made to/by the Regional Wellness Council**

- Request received to have a presentation made at the next meeting on Cultural Safety Knowledge Sharing. Request made by Mahalia Yakeleya Newmark, Senior Advisor, Cultural Safety, Dept of Health and Social Services.

**4. Recent community/regional activities involving Regional Wellness members:**

- A few members attended the Leadership Council AGM held in Yellowknife.
- One of the members, who is a member of the YK Advocacy Committee (YK Senior's Society) participated in an information session held with the YKHSSA Home Care.
- The Chair attended the Akaitcho Territory Government's Annual General Assembly but it was in her role as a GNWT employee. She was in attendance when Minister Abernethy did his presentation to the assembly. The member from Lutselk'e was also in attendance in her role as Band Councillor. She was recently elected to that position.

**5. Issues or concerns to bring forward to the Leadership Council:**

- The length of time it has taken to fill the YK COO position.
- At the Orientation workshop that was held last year when all the groups were brought together, one of the recommendations that came out of that was to hold another workshop like that. Are there any plans to hold another workshop like that?
- Status report on the Medical Travel guide. It might be too early to access but what kind of feedback has been received on the guide. We keep getting complaints related to medical travel.
- Tracking and monitoring questions raised during the Legislative Assembly session – someone should be tracking these and sharing them with the



Leadership Council or respective regional council in case there are issues raised that the regional councils or Leadership Council needs to be aware of.

- Day care program for older adults
- Shingles shots should be covered under Extended Benefits. A lot of seniors choose not to have this shot because of the cost.
- The wait time to see a doctor is too long, often more than a month waiting time. Because of this, people often choose to go to emergency instead.
- Problems with the 'one day referral' program - in many cases the 15 or so appointments are gone by 8:15 and way before the doors even open.
- Aging in Place and the role the YKHSSA plays in that - clarify this.
- In terms of implementation of the TRC Recommendations, what has been done? Is there a workplan?
- Length of notice for Leadership Council AGM - provide at least one month notice.
- Home care for elders - need to review how decisions are made on who can have access to home care and what kind of home care.
- Use of locums. There are concerns that because locums don't stay for long periods of time, they often aren't familiar with the people and the culture of the people and the communities they service.
- Local transportation for sick elders and others - elders in the communities who are sick are expected to find their own transportation to the health centres. This should be looked into.
- Medical travel guidelines that contribute to homelessness - people from the communities often find themselves living on the streets because they miss their flight home and are then expected to pay their own way home. Why can't they just leave the ticket open? In most cases, the airfare to the smaller communities that are served by only one airline have only one rate anyway.
- Concerns with Third Party Referrals - how to get a person in distress into the system. We don't let children suffer - how can we let older adults suffer. Was thinking Home Care could have a person dedicated and trained to work with the distressed person with the goal of getting them into the system.
- Long term/extended care - there seems to be at least 3 different organizations dealing with this issue. More information should be provided to the regional councils on how this operates.
- Elders often not being taken seriously with their health concerns. In some cases, it's "too late" by the time they are properly diagnosed.
- "Managing the beds" is leading to patients requiring more time in the health system, which in the end costs more.
- Respite care for families needed in the communities. Families often told no beds available and if available, only for a short period of time.

## 6. Questions:

- When is the new health centre in Fort Resolution scheduled to open?
- Update on the progress of the new hospital - is the timeline still on track?

- What are the results of the Patient Survey that was undertaken by Stanton Territorial Hospital early in the year?
- Where do we go if we want a "second opinion"?
- Traditional Knowledge Advisory Committee – when is this going to be set up and how will members be appointed?

**7. Date and location of next Regional Wellness Council meeting:**

The next meeting will be held on December 4<sup>th</sup> or 5<sup>th</sup>, date to be confirmed.

